Bunker Hill Central Treatment Plant Upgrade and Groundwater Collection System

W912DW-15-R-0001
Partnering Report – DRAFT 3/10/17
US Forest Service Office, Coeur d'Alene ID
3/2/17
Jan Monti, Facilitator

Participants:

Idaho Department of Environmental Quality (IDEQ), EPA, Amec Foster Wheeler, USACE Seattle District, CH2MHill

Definition of Partnering:

"Partnering is the creation and nurturing of a commitment between two or more stakeholders for the purpose of achieving mutually beneficial objectives by maximizing the effectiveness of each participant's resources. The partnering relationship is based upon trust, dedication to common goals and an understanding of each partner's expertise, expectations and values."

Meeting Objectives:

- Identify project goals and challenges
- Confirm project scope, team approaches, best practices and deliverable expectations
- Confirm roles, expertise and authorities of team members; understand what is important to them
- Review communication practices / how information is shared
- Confirm process / chain of command for decision making and issue resolution
- Leave session with clear understanding of and strategies for project success

Project Overview:

$48,409,058.47 design-build contract to upgrade and expand currently operating Central Treatment Plant (CTP) and support facilities (i.e., sludge pond) and install new groundwater collection system (GWCS) to contain and control contaminated groundwater for treatment at the upgraded CTP. The project will also provide on-going operation and maintenance of facility throughout design, construction, commissioning and one year after. Together, the GWCS and CTP are to be designed and operated to:

- Reliably capture contaminated groundwater and collect Bunker Hill mine water
- Provide continuous operation
- Produce acceptable effluent quality (new Discharge Requirements)
- Minimize sludge production
- Maximize system reliability

The work is part of required remedial action under Operable Unit 2 Records of Decision including relevant amendments and 2012 Upper Basin Record of Decision Amendment for Bunker Hill Mining and Metallurgical Site. Design to start shortly after award, construction to begin a year later for approximately 18 months. Entire project is expected to take four years.

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I. Role, Organization, Expertise and Interests

a. *What organization do I represent and what is my role on this project?*
b. *What background and expertise do I bring?*
c. *What are some of my interests outside of work?*

Scott Anderson

a. Amec Foster Wheeler – Senior VP, Construction Remediation; role – Program Manager

(b) (6)

Spencer Archer

a. Amec Foster Wheeler – Commissioning and O&M Manager, Deputy Design Manager

(b) (6)

Tom Bourque

a. GeoTekle, subcontractor to Amec Foster Wheeler. Regulatory specialist, Environment Lead, Utility player

(b) (6)

Don Carpenter

a. Mine Waste program Scientist – Idaho Department of Environmental Quality. Project Review and consultation during design/build. Follow on operations of CTP and GWCS, Coordination of Waste Disposal, SPA property owner concerned about future sale and development. Coordination with local community. State has primacy for wastewater treatment facilities operating in Idaho and we need to maintain consistency with regulated community.

(b) (6)

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(6)

Darrick Godfrey

a. USACE, Resident Engineer and Administrative Contracting Officer (ACO). Represent interests of Government.

(b) (6)

Randy Huffsmith

a. Amec -Foster Wheeler Project Manager. To some degree, represent all stakeholders (had roles as regulator, mining company, clean-up engineering, contractor)

(b) (6)

Bob Kimball

a. Amec Foster Wheeler – Design Manager

(b) (6)

Karl Kunas

a. USACE Project Manager

(b) (6)

Ed Moreen

a. EPA - PM. Decision maker, along with Kim, on things outside of contract~~or~~. Liaison with BH mine owner

(b) (6)

Doug Lee

a. Amec Foster Wheeler. Design Le~~e~~ad for CTP

(b) (6)

Hunter Nolen

a. Amec Foster Wheeler – Senior Vice President / Dir of Engineering

(b) (6)

Kim Prestbo

a. RPM @ EPA. Responsible for groundwater collection system and for strategy and cleanup of LB.

(b) (6)

Rick Petersen

a. US Army Corps of Engineers - Quality Assurance Representative - ensure quality control efforts

(b) (6)

Jim Rennick

a. Corps, Area Engineer, span of control

(b) (6)

Eric Reitter

a. Amec Foster Wheeler – Deputy PM & DQC Manager

(b) (6)

Jim Stefanoff

a. CH2MHill / USACE / EPA – technical reviewer

(b) (6)

Joan Stoupa

a. CH2MHill – will manage technical resources and ensure that the appropriate technical expertise is brought to the project

(b) (6)

Tiem Thoma

a. Amec Foster Wheeler – manage project services to include estimating, scheduling, project controls, procurement and business analytics

(b) (6)

Rod Zion

a. USACE Project Engineer and COR for contract

(b) (6)

Overall Impressions of Project Team

- Agreement on goals
- Experienced and capable

- Passionate
- High functioning
- Comprehensive talent and perspective
- Knowledgeable about site and community
- Diverse backgrounds
- Grounded individuals

II *Summary* of Goals for Session

- Get to know people better
- Learn and share eachone others goals and critical success factors
- Understand expertise / priorities / expectations
- Establish clear expectations for project
- Get everyone on the same page; understand how to work together
- Understand roles, responsibilities and how this process works
- Understand team's experience and lessons learned
- Develop trust and mutual respect
- Hear solutions
- Develop open, transparent working relationship
- Form a project team focused on success
- Take strengths and begin to build into synergy (1+1=3)
- Get to comfortable spot on subtleties of Design Build
- Discuss clear plan for submittals and reviews
- Understand and ensure information is shared in a timely manner – with feedback
- Leave feeling confident in colleagues to get us moving – don't need to step in past our roles

III. Summary of Individual Goals for Project

- Safe
    - No HSSE issues

- Successful / Meet contract expectations
    - Quality execution
    - Meet and exceed goals
    - Well designed
    - Works as intended
    - Success measured and communicated to stakeholders
    - Pride & ability to trumpet project outcomes individually & organizationally
    - Smooth and successful commissioning
    - Smooth design construction process with high quality product
    - Establish performance metrics to measure KPI's – will then meet expectations
    - Meet water quality criteria
    - On budget / on schedule
    - Meet performance criteria profitably
    - Project brings confidence to the people and the state
    - Outstanding CPARS score

- Entities work well together
    - Minimal mods / conflicts

- Smooth working relationship with tribes
- New for EPA – interest in going well
- Train local O&M contractor; train competent operations
- Keep community in the loop

- Satisfied customer
  - Improve water quality in South Fork
  - Improve the lives of the people who live there

III. Project Mission / Organizational Structures

Amec Foster Wheeler

What do we want to accomplish on this project?

- On time (Randy*, Tim*, Eric*, Scott)
- On budget (Randy, Tim, Eric, Scott)
- On quality (Hunter, Eric, Scott, Miles, Pat)
- On safety (Chris*, Mieleess)
- Congruent with stakeholder expectations (ALL)

(= lead)*

What are our goals?

- No accidents / incidents (Chris)
- Outstanding CPARS (Randy, Eric)
- Make positive contribution to community (Randy, Tom)
- Profitable (Randy, Tim, Eric)
- Meet performance requirements with highly efficient operability (Bob, Doug, Spencer)
- Successful risk management (Randy, Tim, Eric)
- No rework (Mitch, Pat)
- Highly functional team – a True Partnership (ALL)

EPA / IDEQ

What do we want to accomplish on this project?

- High quality – meet performance objectives
- Within budget and schedule constraints (avoid scope growth)
- No injuries or incidents
- Smooth transition to state
- Informed consent with community
- Ability to measure and communicate success

What are our goals?

- Well designed facility and smooth and efficient CTP
- Improve water quality in South Fork and downstream; meet ARARs; continue to have the capacity and technology to treat mine water
- Learn from successful DB

Organization

- GWCS – Kim
- Trust ACOE and Amec to make informed decisions

- Weekly communication, feedback, pick up phone
- Tag team community

- CTP / Mine – Ed
- Waste, SPA, transition to O&M, state ARARS - Don

CH2MHill

What do we want to accomplish on this project?

- Value added review
  - Site experience
  - Known / unknown technical challenges
  - Collaborative process
  - Significant design details yet to be determined

USACE

What do we want to accomplish on this project?

- Safe execution of project and operations
- Systems meet contract requirements; on budget and on schedule

What are our goals?

- Satisfied customer; satisfied DB and AE contractors
- Seamless transition of systems operations both to Amec FW and follow-on operations

Organization:

- Local field office
- AE support contract
- Standard Corps construction contract / admin processes
- District / Corps wide reach back

IV. Key Elements of Design Build Process

- Constructors, Ops and DoR's involved throughout project
- Design packages to facilitate construction (sequencing) and procurement (long lead)
- Suppliers and subs engaged early and throughout
- Reviewer comments should be in conformance with contract requirement and allow flexibility in construction related detail
- Level of design based on USACE contract requirements and construction needs
- High Quality As- -builts are key

V. Issues, Recommendations and Actions

a. Technical issue resolution between ~~AMEC~~ Amec Foster Wheeler / CH2MHill
Eric (~~AMEC~~AmecFW) to put information together (design memo) and submit as serial letter to Rod – by 3/10

b. Plan for submittals / reviews – Rod /Karl
   - Be specific
   - Be familiar with RFP

c. Contractor increase team understanding of DB process and process roles
   - Lessons learned working with government
   - Demonstrate rigor and attention to detail
   - Value engineering conference call – Amec to coordinate / share with CH2MHill
   - Amec will communicate information that EPA / IDEQ should be aware of (i.e., Silver Valley Community Resource Center)

d. Information sharing processes
   - Weekly COE/AmecFW meetings to include EPA and IDEQ on a ~~B~~biweekly or as needed basis ~~meetings with project team (CH2MHill, EPA, COE~~
   - Over-the-Shoulder Design Review - Process centered on briefing Govt audience (CH2MHill, EPA, COE, IDEQ) to explain design and obtain specific/targeted feedback
   - With local jurisdictions – AmecFW will do future presentation; EPA will use social media for updates
   - Open, frank communications
   - Communicate early and often

e. Email protocols:
   - Research contract before send RFI
   - Rod will gather comments and coordinate RFI's
   - Communicate with Rod through Randy and Eric

f. Issue Resolution:
   - Resolve at lowest level through dialog; if escalates, send serial letter (Eric – Rod; Scott – Derrick)
   - Timely resolution of issues

g. Virtual workplace
   - Use webinars

VI. Take Aways

- Identified areas where we need to improve
- Started building our relationship on "what is DB?"
- Impressed with the team and experience
- High level of commitment
- People have the best interests of the project in mind
- Grateful for the transparency demonstrated today

100% consensus on all Partnering Outcomes

Bunker Hill CTP Partnering
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2-Mar-17

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Post Partnering Agreement

Partnering Session
Treatment Plant Upgrade and
Groundwater Collection System
Coeur d' Alene ID
March 2, 2017

We the undersigned participated in the development of this partnering agreement and agree to use it to guide us towards a successful project conclusion:

	Signature	Printed name
1.		DOUG LOE
2.		Robert Kimball
3.		Don Carpenter
4.		T. Thomas
5.		SPENCER ARCHER
6.		RICK PETERSEN
7.		James D. Renick
8.		Darrick Godfrey
9.		ROD ZIONT
10.		Karl Kunas
11.		Ed Moreen
12.		SCOTT ANDERSON
13.		Kim Prestbo
14.		Jim Stefanoff
15.		Joan Stoupa
16.		Eric Reitter
17.		Hunter Nolen
18.		
19.		
20.		